



**DEVON & SOMERSET
FIRE & RESCUE AUTHORITY**

**M. Pearson
CLERK TO THE AUTHORITY**

**To: The Chair and Members of the Human
Resources Management &
Development Committee**

(see below)

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HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
(Devon & Somerset Fire & Rescue Authority)

Monday 14 December 2020

A meeting of the Human Resources Management & Development Committee will be held on the above date, **commencing at 10.00 am by video conference via Webex** to consider the following matters.

M. Pearson
Clerk to the Authority

PLEASE NOTE: This meeting will be livestreamed on the Devon & Somerset Fire & Rescue Service YouTube channel. This can be accessed by following the link below and then clicking on the Videos and Livestream buttons:

<https://www.youtube.com/dsfireupdates>

AGENDA

PLEASE REFER TO THE NOTES AT THE END OF THE AGENDA LISTING SHEETS

1 Apologies

2 Minutes (Pages 1 - 4)

of the previous meeting held on 21 October 2020 attached.

3 Items Requiring Urgent Attention

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

PART 1 - OPEN COMMITTEE

4 Gender Pay Gap 2020 (Pages 5 - 30)

Report of the Deputy Chief Fire Officer (HRMDC/20/5) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Hannaford (Chair), Best, Clayton, Peart, Thomas, Wheeler and Vjeh (Vice-Chair)

NOTES

1. **Access to Information**

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the “Please ask for” section at the top of this agenda.

2. **Reporting of Meetings**

Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chair - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority.

Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.

3. **Recording of Meetings**

Given the social distancing measures introduced in response to the Covid-19 pandemic, Authority meetings will be held virtually and livestreamed on the Devon & Somerset Fire & Rescue Service YouTube channel. The meetings may also be recorded for subsequent viewing on the YouTube Channel. Any such recording does not constitute the official, Authority record of the meeting.

4. **Declarations of Interests at meetings (Authority Members only)**

If you are present at a meeting and you are aware that you have either a disclosable pecuniary interest, personal interest or non-registerable interest in any matter being considered or to be considered at the meeting then, unless you have a current and relevant dispensation in relation to the matter, you must:

- (i) disclose at that meeting, by no later than commencement of consideration of the item in which you have the interest or, if later, the time at which the interest becomes apparent to you, the existence of and – for anything other than a “sensitive” interest – the nature of that interest; and then
- (ii) withdraw from the room or chamber during consideration of the item in which you have the relevant interest.

If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have an interest of a sensitive nature. You must still follow (i) and (ii) above.

Where a dispensation has been granted to you either by the Authority or its Monitoring Officer in relation to any relevant interest, then you must act in accordance with any terms and conditions associated with that dispensation.

	NOTES
	Where you declare at a meeting a disclosable pecuniary or personal interest that you have not previously included in your Register of Interests then you must, within 28 days of the date of the meeting at which the declaration was made, ensure that your Register is updated to include details of the interest so declared.
5.	<u>Part 2 Reports</u> Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.
6.	<u>Substitute Members (Committee Meetings only)</u> Members are reminded that, in accordance with Standing Order 37, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.
7.	<u>Other Attendance at Committees (Standing Order 38)</u> Any Authority Member wishing to attend a meeting of a Committee of which they are not a Member should contact the Democratic Services Officer (see “please ask for” on the front page of this agenda) in advance of the meeting to obtain details of the Webex meeting invitation.

HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

21 October 2020

Present:

Councillors Clayton, Hannaford (Chair), Peart, Thomas, Wheeler and Vijeh (Vice-Chair)

Apologies:

Councillor Best

In attendance:

Councillor Randall Johnson – Authority Chair (in accordance with Standing Order 38(1))

* HRMDC/12 Minutes

RESOLVED that the Minutes of the meeting held on 5 November 2019 be approved.

* HRMDC/13 Health, Safety and Wellbeing Progress Report

The Committee considered a report of the Director of Governance & Digital Services (HRMDC/20/1) that set out the Service's performance in relation to health, safety and wellbeing issues for the period April to September 2020.

In respect of health and safety issues, the reporting was split into two key areas, namely:

- Proactive monitoring – this involved the use of a safety management system audit together with workplace inspections and assessment. For the period April to September 2020, the Service had 496 compliant areas with 140 areas it was working towards and 4 non-compliant. In addition, the Service had 45% of workplace inspection and assessments overdue against a target of 0%, due largely to the impact of the Covid-19 pandemic;
- Reactive monitoring – the Service undertook monitoring via the Reporting of Injuries, Disease and Dangerous Occurrences Regulations 2013 (RIDDOR) which required the reporting of certain types of work related safety event outcomes such as, amongst others, the death of a worker/non-worker from a work related accident and specific injuries to workers. In 2020/21 to September 2020, the Service reported 1 over 7 day injury (a decrease largely due to the Covid-19 pandemic), 3 dangerous occurrences (an increase due to breathing apparatus changes which was being monitored carefully) and 0 specified injuries. The Service also monitored the number of personal injuries together with vehicle incidents. To September 2020, the Service recorded 19 personal injuries compared with 48 in 2019/20 which was a decrease to date. On vehicle incidents, the Service recorded 60 to September 2020 as compared with 105 in 2019/20 which showed an upward trend to date.

The Health and Safety Manager reported that a temporary Health & Safety Audit Officer had been appointed in March 2020 at the start of the Covid-19 pandemic and had made great progress with the audits in difficult circumstances. A gap analysis against ISO45001 had also been completed in order to assess the implications of moving across to this standard. It was anticipated that the cost of moving to ISO45001 would be in the region of £35k which included training and external verification fees. Adoption of this standard would bring the Service into line with other fire and rescue services in this region and enable benchmarking to be undertaken.

The Committee questioned the use of a 0% target for monitoring the completion of workplace assessments and suggested that a target of 100% may be more appropriate. The Health and Safety Manager replied that this target was for overdue assessments but he indicated that this could be adjusted in future to completed assessments which would make the target 100%.

The question was also raised as to whether the introduction into the Service of smaller vehicles such as the Rapid Intervention Vehicles and the Light Rescue Pumps would impact on the number of vehicle accidents being reported. The Health and Safety Manager responded that vehicle accidents were a large proportion of the safety events reported but this was still low as a proportion of all of the movements undertaken by Service vehicles. It was envisaged that this may drop as these included minor collisions in country lanes which could decrease with the introduction of smaller vehicles. Reference was also made to the Driving for Better Business initiative and it was confirmed that the Service was working towards this but it may be delayed due to the pandemic.

The Head of Human Resources advised that, in terms of wellbeing, Service performance on sickness absence for wholetime, fire control and support staff was 23.2% below target (8 days per person per year) at 2.56 days lost per person to September 2020 and 17% down as compared with the same period in 2019/20. This may be due to the high level of work undertaken during the Covid-19 pandemic on ensuring that staff were safe and mental wellbeing was monitored with in depth vulnerability assessments and return to work assessments undertaken.

The level of On Call sickness was higher at 4.74 days lost per person but this was measured over 7 days rather than 5 days or 4 shifts as with the other categories of staff. It was noted that consideration had been given to a target for On Call sickness absence and it was recommended in the report that this be set at 12 days lost per person per year following endorsement by the Service's strategic analysts.

It was also noted that, as at 13 October 2020, 93 staff had been tested for Covid-19 and only 12 staff had received a positive test for the virus which was a very good position for the Service.

The Committee enquired as to whether the introduction of the Pay for Availability system would impact on sickness absence for On Call staff. The Head of Human Resources advised that sickness absence would be calculated over a 7 day period still and thus, he did not anticipate any adverse impact under the new system. The Committee further enquired as to whether sickness would be matched to the number of days actually worked rather than a 7 day period as the number of contracted hours would vary. The Head of Human resources indicated that he would need to discuss this matter with colleagues to ascertain if it was a feasible option.

RESOLVED

- (a) That the sickness absence target for On Call of an average of 12 days per person per year be implemented as the performance measure; and
- (b) That subject to (a) above, the report be noted.

* **HRMDC/14 People Strategy Update**

The Committee considered a report of the Deputy Chief Fire Officer (HRMDC/20/2) that set out the progress being made on implementation of the People Strategy. The report also referred to the impact of the Covid-19 pandemic on the progress made and the response to supporting the workforce during this difficult period.

The Committee was advised upon the progress made under each strand of the People Strategy which included:

- Leadership;
- Inclusion;
- Ways of working;
- Learning and development; and
- Wellbeing.

Reference was made in particular to the following areas of work undertaken in implementation of the Strategy:

- A Leadership Strategy had been prepared, aligned to the National Fire Chiefs' Council (NFCC) Leadership Framework;
- A staff Task to Finish Group had been established to look at empowerment and decision making;
- The key findings in the annual Recruitment & Diversity report for 2019/20 were that there had been the biggest number of female On Call new starters at 21 together with 3 new wholtime female employees resulting in the highest ever female representation within operational roles the Service at 100. Additionally, the number of applicants with a different ethnic background was, on average, close to reflecting the Service's community at 5.3% and applications from the lesbian, gay, bisexual and transgender community had also increased to higher than the community average of 2.2%;

- The Service had achieved the Silver Award under the Employers Network for Equality & Inclusion (ENEI) following a TIDE assessment that benchmarked an organisation's approach and progress on diversity and inclusion in areas of strategy, leadership, recruitment, training, communications and procurement which was a big step forward and a good achievement;
- The response in the Covid-19 pandemic had meant that the Service had been able to accelerate its aspirations for more flexible ways of working under smart working principles with changes to core hours alongside working from home and many teams had reported that this provided a greater degree of work/life balance and was more family friendly although it was felt generally that a blended approach to flexible working was preferable; and
- People impact assessments had been utilised to gauge the effect of the pandemic on staff with action plans implemented to support the health and welling of staff.

The Committee expressed its thanks to the officers and all staff for all of the work undertaken in the Covid-19 pandemic and in achieving this very positive progress against the People Strategy.

RESOLVED

- (a) That the progress towards achieving the aims set out in the People Strategy be considered as a standing item at the Human Resources Management & Development Committee and that the progress be updated at each meeting; and
- (b) Subject to (a) above, the report be noted.

* **HRMDC/15 Requests for Retirement/Re-employment**

The Committee considered a report of the Deputy Chief Fire Officer (HRMDC/20/3) setting out a request for retirement and re-employment in accordance with the approved Pay Policy Statement for 2020/21.

RESOLVED that the request for retirement and re-employment as set out within report HRMDC/20/3 be approved.

* **HRMDC/16 Consultation Response to Reforming Local Government Exit Payments**

The Committee considered a report of the Deputy Chief Fire Officer (HRMDC/20/4) that set out a proposed response to a government consultation on Reforming Local Government Exit Payments.

RESLOVED that the consultation response contained within report HRMDC/20/4 be submitted to the Ministry for Housing, Communities and Local Government on behalf of the Authority.

***DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 10.05 am and finished at 12.20 pm

Agenda Item 4

REPORT REFERENCE NO.	HRMDC/20/5
MEETING	HUMAN RESOURCES MANAGEMENT & DEVELOPMENT COMMITTEE
DATE OF MEETING	14 DECEMBER 2020
SUBJECT OF REPORT	GENDER PAY GAP 2020
LEAD OFFICER	DEPUTY CHIEF FIRE OFFICER
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require local authority employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between male and female employees.</p> <p>All employers should add a supporting narrative - a gender pay gap does not necessarily mean they have acted inappropriately or discriminatorily but this will need explaining. A narrative helps anyone reading the statement to understand the organisation's view of why a gender pay gap is present and what the organisation intends to do to close it.</p> <p>The latest iteration of the Service's gender pay gap indicates that certain issues may need to be addressed on recruitment and retention. The Service has a People Strategy which makes diversity & inclusion issues integral to its business plan and is committed to taking all appropriate actions to address gender pay gap issues.</p>
RESOURCE IMPLICATIONS	None
EQUALITY RISKS AND BENEFITS ANALYSIS	N/A
APPENDICES	A. Gender Pay Gap Report 2020
BACKGROUND PAPERS	<p>Equality Act 2010</p> <p>Public Service Equality Duty 2011</p> <p>The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017</p> <p>ACAS – Managing Gender Pay Gap reporting</p>

1. **INTRODUCTION**

- 1.1. The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.
- 1.2. Causes of the gender pay gap are varied and overlapping. Some causes originate outside of the workplace, such as stereotypical representations of men and women, standards in careers advice and guidance for girls. Factors involving the workplace include:
- fewer women working in certain more highly-paid professions or areas of an organisation, such as those involving science, technology, engineering and maths [STEM];
 - unsupportive and rigid corporate cultures;
 - lack of well-paid part-time/flexible work;
 - women remaining less likely to progress to senior levels in an organisation; and
 - constrained individual choice, unconscious bias or discrimination.
- 1.3. The Service is taking short, medium and long-term approaches to achieving a more diverse workforce to improve the way it delivers services to the community of Devon & Somerset. Whilst the Service has improved in this area, particularly in relation to starting implementation of a more flexible duty system for On Call staff and increased numbers of female operational staff, this is not yet reflected in the gender pay gap figures.
- 1.4. To seek to address gender pay gap issues, the Service, amongst other things:
- gives careful consideration to the make-up of moderating and interview panels for every recruitment and promotion process;
 - has introduced an anonymous application process for certain vacancies;
 - has introduced support networks for BAME and disabled staff;
 - has introduced a more flexible On Call duty system which will allow for more people to consider the role;
 - continuous to challenge the national fitness testing requirements and research the impact on different groups of staff
 - has implemented unconscious bias training to raise awareness around bias affecting recruitment and progression decisions
 - has introduced 'inclusive leadership' into role development
 - has started a sponsorship programme for aspiring middle management women

- 1.5. The above actions will also help to address the Ethnicity Pay Gap, which was first introduced in the report last year on an informal basis.
- 1.6. The Service is aware that more can be done and recognises that patterns of under-representation and differences in outcomes can be challenged through positive action programmes. Notwithstanding national drivers, the diversity of skills, knowledge, perspectives and experiences within the workforce will ensure the Service is better placed to identify and meet community needs.
- 1.7. Through positive action, the Service is raising the profile of females joining the fire and rescue service. Explicit Positive Action activity been utilised in the recruitment of On Call and non-operational staff, using targeted social media, advertising on specific recruitment agencies and via the website. An increase in the number of women expressing interest in becoming an On Call Firefighter indicates that this approach is proving successful. Positive Action activities will continue, and expand to include BAME groups, for On Call recruitment and it will be introduced for Wholetime recruitment in the future.
- 1.8. While seeing to secure the best way of meeting community needs, the Service will continue to explore new ways of working. This will involve, amongst other things, examining the impact of employment terms & conditions on underrepresented groups to ensure these do not create barriers for either joining the Service or progression.
- 1.9. Further actions to address gender pay gap issues and increase diversity within the workforce will be developed through the Service's People Strategy Monitoring & Inclusion Steering Group and captured in a plan aligned to the People strategy. The next gender pay gap data point is set for 31 March 2021.

DEPUTY CHIEF FIRE OFFICER
Joe Hassell

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Gender Pay Gap Report

2020

Diversity & Inclusion and HR Services

Devon & Somerset
Fire & Rescue
Service



DSFRS Gender Pay Gap Report

Contents

1. Introduction	4
2. Methodology	5
2.1 Pay within the Service	5
2.2 Employees' Working Hours	6
2.3 Hourly Pay	7
2.4 Bonus pay	7
3. Results and key issues	7
3.1 Gender Pay Gap	7
3.2 Pay by quartiles: hourly pay quartiles	8
3.3 Key Issues	9
4. Where is the Gap coming from?	10
4.1 Factors influencing the Gender Pay Gap	10
4.2 Equal Pay	10
4.3 Occupational Segregation in the Service	11
4.4 Flexible working in the Service	16
5. Ethnicity Pay Gap	17
5.1 Methodology	17
5.2 The ethnicity pay gap within the Service	18
5.3 Where is the ethnicity gap coming from?	19
6. Working towards reducing the Gender Pay Gap	20

References:

ACAS - Public Sector: Gender Pay Gap Reporting

Government Equality Office - Eight ways to understand your organisation's gender Pay gap

Government Equality Office - Reducing the gender pay gap and improving gender equality in organisations: Evidence-based actions for employers

Government Equality Office - Women's Progression in the Workplace

CIPD - Gender pay gap reporting

EHRC – Closing the Gender Pay Gap

HM Government - Gender equality at every stage: a roadmap for change



Devon and Somerset Fire and Rescue Service (the Service) believe in equal treatment for all and this includes equal employment opportunities and equal treatment for all employees within the Service. The Service is an equal pay employer based upon recent measurement of men and women in the same employment, performing equal work, with equal responsibilities, receiving equal pay using nationally established pay scales ('Grey book', 'Gold book' and 'Green book') as identified within our Equal Pay Audit 2017.

The Service is working to actively reflect the communities we serve in all areas of inclusion and diversity. However, more work remains to be done to ensure equality for all, to increase the number of uniformed female staff from the current 6% of roles, to establish a gender balance at senior management levels and to ensure that the Service fully reflects the communities it serves. This report sets out a calculation of average difference in pay between male and female employees and sections 4 and 6 ('Where is the Gap coming from?' and 'Working towards reducing the Gender Pay Gap') demonstrate that the Service is committed to doing everything possible to understand, reduce and eradicate the Gender Pay Gap.

Declaration

I can confirm that the data included within our Gender Pay Gap Report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Lee Howell
Chief Fire Officer

Sara Randall Johnson
Chair of Fire Authority





Devon & Somerset Fire & Rescue Service Gender Pay Report

1. Introduction

Legislation, in force since April 2017, in relation to the Equality Act 2010 (Gender Pay Gap Information, Specific Duties and Public Authorities) requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. Reports are required to be on the employer’s website for 3 years.

“*Gender pay gap reporting is an incredibly important step forward, because if companies are transparent about gender pay and the root causes behind any gap, they can find the solutions they need to build businesses that work for their employees and reflect the communities they serve.*”

Helen Rose, Chief Operating Officer, TSB

The pay gap is the percentage difference between average hourly earnings for male staff and female staff. There are six calculations and the results must be published on the Devon & Somerset Fire & Rescue Service (“the Service”) website and a government website within 12 months of the data point (31 March each year). The calculations are:

Mean gender pay gap	The difference between the mean hourly rate of pay of male employees and that of female employees as a percentage of the male mean hourly rate.
Median gender pay gap	The difference between the median hourly rate of pay of male employees and that of female employees as a percentage of the male median hourly rate.
Mean bonus gap	The difference between the mean bonus pay paid to male employees and that paid to female employees as a percentage of the male mean bonus.
Median bonus gap	The difference between the median bonus pay paid to male employees and that paid to female employees as a percentage of the male median bonus.
Bonus proportions	The proportions of male and female relevant employees who were paid a bonus during the relevant period.
Quartile pay bands	The proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.



2. Methodology

2.1 Pay within the Service

In the UK, various nationally agreed schemes of pay and conditions apply to all Fire and Rescue Services. There are the following categories of staff terms and conditions within the Service:

Uniformed Staff: This includes Whole-time and On-call staff and also the Control Room uniformed staff. The remuneration levels for these staff are subject to national negotiation as contained in the Scheme of Conditions of Service of the National Joint Council for Local Authority Fire & Rescue Services which is known as the “Grey Book”. Any other remuneration is subject to local agreement.

Support Staff: This category is the non-uniformed employees who support our Operational Service. The Scheme of Conditions of Service for these employees is set out within the National Joint Council for Local Government Services known as the “Green Book”.

Executive Board Officers (including Chief Fire Officer): The Executive Board is a mix of uniformed Brigade Managers and non-uniformed Officers who are the Directors of the Service. The salary structure for Brigade Managers and other Executive Board members has previously been determined by the Authority and is subject to annual reviews in accordance with the Constitution and Scheme of Conditions of Service of the National Joint Council for Brigade Managers of Local Authorities’ Fire Brigades which is known as the “Gold Book”.

Grey Book posts within the Service are classified according to national role maps, in line with guidance contained in various circulars published by the National Joint Council for Local Authority Fire & Rescue Services. Green Book posts are evaluated using the Greater London Provincial Council Job Evaluation Scheme which was specifically designed for local authorities.

The job evaluation scheme for Green Book employees and national role maps for Grey Book employees provide assurance within the pay scales, i.e. male and female staff are paid equally for the work they do within the scales and within national conditions of service.

Through undertaking a regular Equal Pay Audit, we are confident that male and female staff are paid equally for the work they do under the nationally approved (and union agreed) systems. Consequently, the emphasis in this report is on an analysis of the number of male and female staff in various categories who are in particular salary grades.



2.2 Employees' working hours

As part of the Grey Book, On-call Firefighters, i.e. those who respond from home or primary employment or from the local vicinity of the Fire Station, are paid an On-call fee or 'Retainer' fee which 10% of the full-time basic annual salary. This Retainer is for the staff to be available to attend emergency incidents occurring within agreed periods of the week. When attending emergency incidents or training then they are remunerated with an hourly rate of pay in accordance with the role they performed and at the same rate as Wholetime Firefighters who are full-time but have a shift working pattern.

Within The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, Schedule 1, Section 7, Employee's working hours in a week, paragraph (8) states:

(8) In this paragraph, "working hours"-

(a) includes hours when an employee is available, and required to be available, at or near a place of work for the purposes of working unless the employee is at home, and (b) excludes any hours for which an employee is entitled to overtime pay.

In considering this for our On-call staff who are available near to their station this will include hours when the employee is at home. However in Schedule 1, Section 2 Duty to publish annual information relating to pay, paragraph (3) states:

(3) In compiling the information required by sub-paragraph (1), a relevant public authority is not required to include data relating to a relevant employee if-
(a) the employee is employed under a contract personally to do work, and
(b) the public authority does not have, and it is not reasonably practicable for the public authority to obtain, the data.

In terms of On-call staff, the Service does not hold data on the location from where the employee is providing availability from ie whether it is in their home. For this reason, the Service has not included the Retainer as part of the calculation of On-call hourly pay. All other payments that On-call staff receive have been taken into account in the calculation of hourly pay.

The Service also has 10 out of 70 On-call stations that are paid a salary based on historic levels of emergency incidents. The salary includes an On-call Retainer fee but again, the Service does not hold data on the location from where the employee is providing availability and for this reason, these staff have not been included in the calculation of hourly pay.

The Service employs Flexi-duty Officers who are full-time employees but will respond to Emergency Incidents to provide Incident Command. This could be during normal business hours or during periods outside of the normal day i.e. evenings and weekends. For these staff, they receive a 20% allowance for providing positive working hours and standby cover. For the calculation of hourly pay, the 20% allowance has been included. The same principle has been used for other Support Staff who also provide standby cover. Area Managers are considered as working 42 hours a week rather than working to the flexi duty rota.

The Service has a Training Allowance paid for required additional hours and these hours are incorporated into the working hours.

2.3 Hourly Pay

All data for the purpose of the Gender Pay Gap calculations has been extracted from the HR system 'Workforce', the availability system 'Gartan' (both used within the Service) and the payroll system 'iTrent' (used by the external payroll provider). The data provided by the Service's Human Resources Department was anonymised and analysed using Microsoft Excel. Data is correct as of **31/03/2020**

Employees included in the calculations are Full Time workers, Part Time workers (with job sharers counting as two), Casual workers and Consultants if they personally perform the work. Pay covers all elements of normal remuneration (i.e. sick pay, annual leave pay, maternity pay, flexible shift pay) and car allowance. Not included are benefits in kind e.g. child care vouchers and other salary sacrifice schemes, expenses, overtime and redundancy payments.

The Service has used a reference period of March for staff with normal working hours and anyone who was not employed for the whole of March or were on unpaid leave or maternity leave in the reference period have been excluded.

For On-call staff, where weekly hours can be variable, the pay and working hours are based on the average of a three month period, i.e. January-March, preceding the snapshot date. Any On-call staff who were not employed for the whole of January-March or were on unpaid leave or maternity leave in the reference period have been excluded. Any On-call staff whose derived "annualised" hours were less than 104, i.e. minimum annual hours for On-call staff, were also excluded.

2.4 Bonus pay

The Service does not offer a bonus scheme therefore this calculation has not been performed. Additional Responsibility Allowances (ARAs) and Continuous Professional Development (CPD) payments are included in ordinary pay.

3. Results and key issues

3.1 Gender Pay Gap

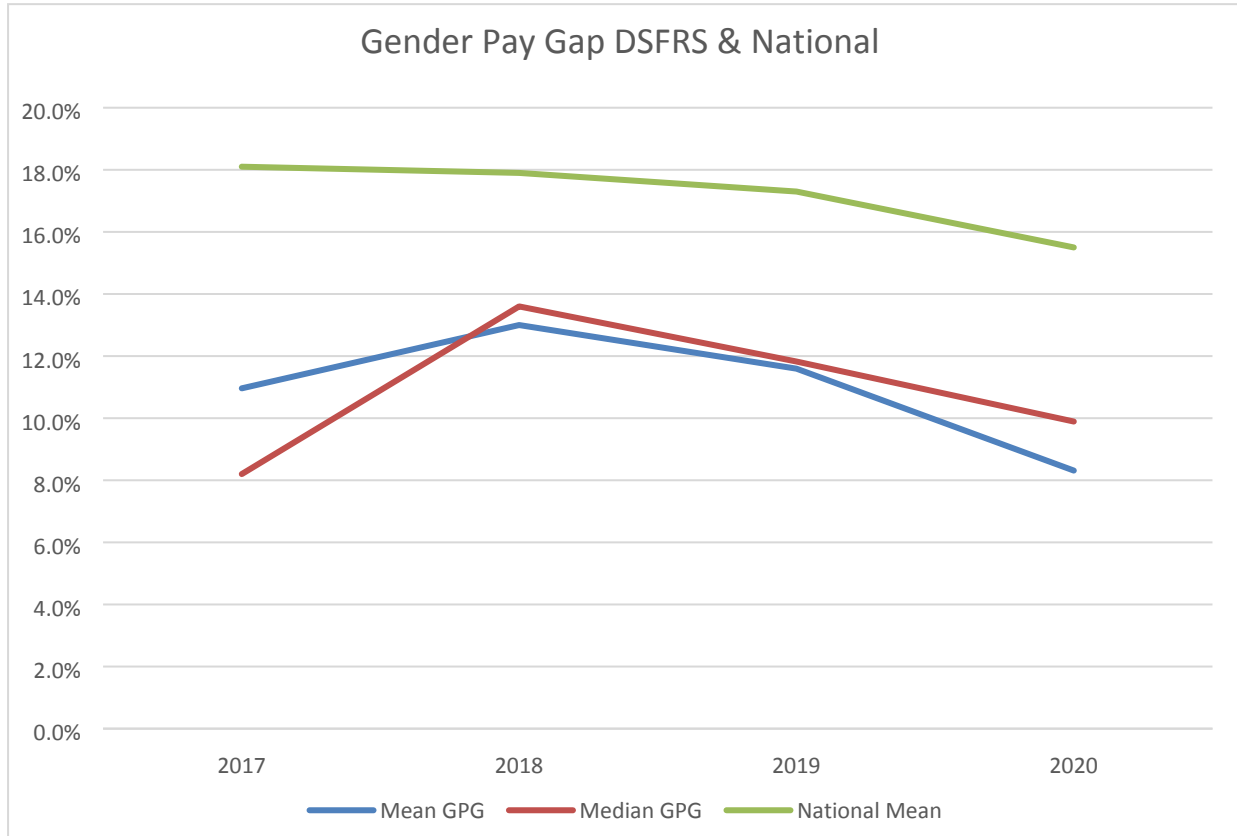
Mean pay for the Service shows a gap in favour of male staff of 8.3% down from 11.6% the year before. The median pay gap indicates there is a pay disparity in typical rates of pay between male workers and female workers of 9.9%, down from 11.8% in 2019.

All Staff	Male staff	Female staff	Gap £	Gap %
Mean hourly rate	£16.36	£15.00	£1.36	8.3%
Median hourly rate	£15.77	£14.21	£1.56	9.9%



The gender pay gap among all employees in the UK was 15.5% in 2020, down from 17.4% in 2019 - Office for National Statistics (ONS) 3/11/20.

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandwork/inghours/bulletins/genderpaygapintheuk/2020>



3.2 Pay by quartiles: hourly pay quartiles

29% of people in the lower pay quartile are female with the percentage declining going up the quartiles with 9% in the middle quartiles and 11% in the upper quartile.

2020 Quartile	Male staff	Female Staff
Lower	71%	29%
Lower Middle	91%	9%
Upper Middle	91%	9%
Upper	89%	11%

2019 Quartile	Male staff	Female Staff
Lower	70%	30%
Lower Middle	92%	8%
Upper Middle	94%	6%
Upper	89%	11%

In summary, female representation has increased slightly in the upper middle quartile and this has contributed to reduction of the pay gap.



3.3 Key issues

The key issues identified affecting the current Gender Pay Gap are:

- Female staff are under-represented in the most senior roles
- Female representation has slightly increased in the upper middle quartile
- Female staff are under-represented in all uniformed roles other than in Control
- Female staff are under-represented in all quartiles due to the low percentage of females in the overall workforce
- The female representation in the On Call workforce increased from 66 to 71, an increase of 8%, but all new female starters in this group will be in the lower quartiles
- Female On Call staff were disproportionately excluded from the calculations as only 63% were included in the calculations compared to 78% of the male staff
- The majority of Green Book posts in the lowest two grades are held by female staff
- The new pay grade system for Green Book staff, which has decreased the gap within that staff group and the total gap
- Occupational segregation remains a feature of the Fire and Rescue sector

Noteworthy:

- DSFRS Pay Gap is slightly more than half of the national pay gap
- Both all staff and Wholetime gender pay gaps are below the national averages for all employees and fulltime employees
- Although the coronavirus (COVID-19) has had a substantial impact on labour market hours worked and pay, it has little impact on the gender pay gap at the end of March 2020
- COVID may have an impact on figures next year, although no one was furloughed in the service and pay protection was implemented for On Call and Casuals. However, some impact may be visible due to the significantly reduced incidents/activity or additional activity to assist partner agencies
- At the end of 2020 a new pay system for On Call – Pay for Availability (P4A) - will be trialled and implemented. Stations will go onto the new contract in groups. The effects may start to become visible in the calculations of 2021, but the full effect won't be seen until 2022
- Only 3% of women in Wholetime roles work part time and 2% of men, which could be as a result of the shift pattern worked in this contract



4. Where is the Gap coming from?

4.1 General factors influencing an organisational Gender Pay Gap

Various factors, including occupational segregation, flexible working and discrimination (Equal Pay), impact on the Gender Pay Gap within organisations nationwide and the impact of each factor depends on the nature of the organisation.

4.2 Equal Pay

The Service is committed to achieving a diverse workforce. Providing equal pay for equal work is central to the concept of rewarding people fairly for what they do. The Service is confident that it is paying the same salary for equivalent roles. Determining the pay of Service employees is done through national collective bargaining for all staff.

The Service's pay system covers Green Book, Grey Book and Gold Book grades/roles and pay scales. The Green Book grades range from administrative to managerial level (scale point 1-55). Grey Book roles include Firefighter to Area Manager. Gold Book covers the roles above Area Manager. The level of responsibility varies between different roles and all roles have been evaluated to determine the appropriate pay grade.

Each Green Book grade has a set pay range with pay increments in between grades. Staff are expected to move through the scale points associated with their role until they reach the maximum scale point for the role. Consequently, the longer someone has been in a role the more they will earn (subject to the maximum scale point) irrespective of their gender. All pay grades have a maximum of 4 scale points to reduce the amount of time to reach the top of the grade.

The Service is therefore confident that the identified gender pay gap does not stem from paying males and females differently for the same or equivalent work (i.e. discrimination). Rather, it is a result of the roles in which males and females work within the Service and the salaries these roles attract. This is known as occupational segregation (see paragraph 4.3).

On 1 April 2019 the Service implemented a new grade system in relation to the nationally agreed scale point framework. This resulted in a one off increase for most grades, but the biggest increases were in the lowest grades where we find a disproportionate amount of women. The results of this change on the Gender Pay Gap were not expected to be visible until the 2020 calculations and part of the decrease in the gap between 2019 and 2020 will be a result of this new grade system.

The Service carries out regular Equal Pay Audits. The most recent report is based on data from 31 March 2017, but the relevant data is produced every year for the same date as the gender pay gap calculations. This data informs part of the content of this report.

4.3 Occupational Segregation in the Service

Occupational segregation is defined as the distribution of workers across and within occupations, based upon demographic characteristics, most often gender, age and ethnic background.

The National Office of Statistics explains that for age groups under 40 years, the gender pay gap for full-time employees is now close to zero. Among 40- to 49-year-olds the gap, currently 11.4%, has decreased substantially over time. And among 50- to 59- year-olds and those over 60 years, the gender pay gap is over 15% and is not declining strongly over time.

One of the reasons for differences in the gender pay gap between age groups is that women over 40 years are more likely to work in lower-paid occupations and, compared with younger women, are less likely to work as managers, directors or senior officials.

The nature of occupations in the Service, and as a result the male/female distribution, varies between staff groups and this is explained below. No age data has been extracted and analysed to establish whether the national trends are reflected within the Service.

Wholetime

This uniformed element of the workforce of the Service consisted mainly of male staff who occupy 94.5% of roles. This percentage has not changed in the last couple of years, mainly because any recruitment has only been internal. Of the 5.5% female Wholetime staff, 2 occupied higher paid roles i.e. Group Manager and above, compared to 37 male staff.

Wholetime	Male staff	Female staff	Gap £	2020 Gap %	2019 Gap %
Mean hourly rate	£17.93	£17.10	£0.83	4.6%	4.0%
Median hourly rate	£16.01	£14.53	£1.48	9.2%	9.3%

Among full-time employees the gender pay gap in April 2020 was 7.4%, down from 9.0% in April 2019 - Office for National Statistics (ONS) 3/11/20.

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkhours/bulletins/genderpaygapintheuk/2020>

The percentage of female staff who were at Firefighter level proportionately to the gender group, was 61% compared to 48% of male staff. There were fewer female than male staff at Crew Manager, Watch Manager and Group Manager level, but a higher percentage of 10% at Station Manager level (3 of the 31 Wholetime women and 43 of the 533 men).

As many allowances are linked to roles of Watch Manager and above, many female staff did not receive them as part of their terms & conditions, which reduced their average hourly rate in comparison to their male colleagues.

The most senior roles occupied by a woman is Area Manager. This is the same situation as last year, but this year there is only 1 woman instead of 2 in 2019. This affects the gap in a negative way.

On Call

On Call	Male staff	Female staff	Gap £	2020 Gap %	2019 Gap %
Mean hourly rate	£15.47	£14.53	£0.94	6.1%	9.8%
Median hourly rate	£15.84	£14.73	£1.11	7.0%	8.2%

Within the On Call male staff group (1123), 7% were Watch Managers, 20% were Crew Managers and 73% were Firefighters. Of the 71 female staff, 1% was Watch Manager, 9% were Crew Managers and 90% were Firefighters. The female representation in the On Call workforce increased from 66 to 71, an increase of 7.5%.

There are 3 role levels within the On Call staff group (Wholetime has 8 role levels), which limits the difference between pay for the highest role and the lowest role. However, differences in activity levels relating to incidents of varying stations can result in big differences between staff. Allowances paid in this duty system often relate to additional responsibilities and are available to all roles.

As a result of these differences in relation to the Wholetime terms & conditions, the Median Gender Pay Gap within the On Call staff group is less than within the Wholetime Group.

It should be noted that the methodology to calculate the Pay Gap has resulted in some female and male staff being excluded for one of 3 reasons; the first being that they are staff from one of 10 stations that are paid a salary based on historic levels of emergency incidents. The second that they are staff who were not employed for the whole of January-March **2020** or were on unpaid leave or maternity leave in the reference period and the third that they are staff whose derived “annualised” hours were less than 104, i.e. minimum annual hours for On-call staff.

As a result of the above, only 881 male staff and 45 female staff were included in the calculations whilst 1123 men and 71 women were employed by the Service at the time of extraction of the data and calculating the pay gap.

Female staff were disproportionately affected as only 63% were included in the calculations compared to 78% of the male staff.

Although the female contingent increased by 5, the amount of women included in the calculations remained at 45. This issue of not including staff in the calculation does not arise in any of the other staff groups.

The low percentage of female staff in the uniformed part of the workforce is a matter of national attention. Research shows that many women in the community don't consider joining the uniformed fire & rescue service for various reasons, including that it is a male-dominated environment and a perception that the work is too physical or too dangerous.

Control

Control	Male staff	Female staff	Gap £	2020 Gap %	2019 Gap %
Mean hourly rate	£15.74	£14.49	£1.25	7.9%	2.8%
Median hourly rate	£15.23	£13.76	£1.47	9.7%	5.7%

There is less segregation in what is generally perceived as “men’s work versus women’s work” within the Green Book and Control staff groups where the roles are, in the main, more office based. This is reflected in the percentages of male and female staff in those roles, i.e. 45% of Green Book staff and 75% of Control staff were female.

There were no male staff in the highest grade in Control with 2 female Station Managers. Compared to the overall ratio of female to male staff in control, there were proportionately fewer female (11%) than male (44%) Watch Managers and Crew Managers (44% vs 10%). The latter is a change from 2019 when there was nearly the same ‘in gender’ percentage Crew Managers male and female. Considering the small amount of staff working in Control (38), this shift at Crew Manager Level has had a considerable impact on the gender pay gap.

59% of the 29 female Control staff are at Firefighter level, compared to 11% of the 9 male staff. This means that, although there are not many male staff in Control, proportionally a lot of them are in the Watch Manager and Crew Manager role and few in the Firefighter role. This appears to support the theory that women are less likely to progress, for various reasons.

The higher roles in Control (Station and Group Manager), as with the Wholetime staff group, also attract flexibility allowances. As there were no male staff in those roles, this affects the pay gap in this staff group positively towards female staff.



Green Book staff

Green Book	Male staff	Female staff	Gap £	2020 Gap %	2019 Gap %
Mean hourly rate	£16.72	£15.05	£1.67	10.0%	13.7%
Median hourly rate	£14.91	£13.63	£1.28	8.6%	13.9%

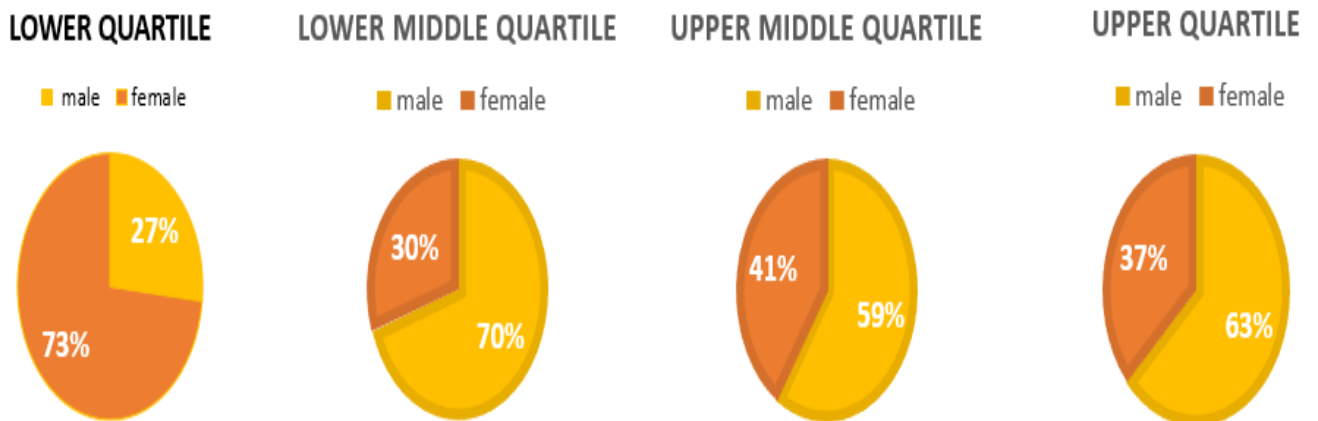
Overall there were 159 female staff in Green Book (Support, non-uniformed) roles and 192 male staff. Whilst female staff were well represented amongst this staff group, there were many more female than male staff in the most junior posts, grades 2 and 3, with most of the female staff in clerical or administrative posts and most of the male staff in caretaking or technician roles. Only around 1 in 10 of male staff are in grades 2 and 3, whilst this is around 1 in 3 for female staff.

There is a fairly good gender balance in the middle management grades 4, 6-9 and 11. Grade 5 and senior management grade 10 have significantly more male than female staff. It is noteworthy that the male representation in career progression roles, i.e. roles where a person through development can increase grade from 3 to 5 or as high as 7, is significantly higher with 80% of those positions being occupied by men.

On 1 April 2019 the Service implemented a new grade system in relation to the nationally agreed scale point framework. This resulted in a one off increase for most grades, but the biggest increases were in the lowest grades where we find a disproportionate amount of women.

As the male/female distribution in the pay quartiles of Green Book staff, shown below, has not changed, the new pay grade system is likely to be the main contributor to the decrease of the pay gap in this staff group.

Figure 1 Male/female distribution in the pay quartiles of Green Book staff



Casual Workers

Casual	Male staff	Female staff	Gap £	2020 Gap %	2019 Gap %
Mean hourly rate	£14.60	£13.61	£0.99	6.8%	6.4%
Median hourly rate	£14.92	£13.99	£0.93	6.2%	21.9%

There has been a slight decrease in the amount of Casual workers from 91 to 88. This has not changed the percentage of men to women in casual employment, 69% and 31% respectively.

The majority of our group of Casual workers is involved in Community Fire Safety work, which includes general community activities (Advocates) and working with Children and Young Persons (CYP worker). A smaller group consists of individuals who support the training function of the Service's Training Academy (Uniformed) or provide general administrative support (Support). The latter is, not surprisingly, the only group with more women than men.

The reduction in the median pay gap can be explained through the fact that there is a higher percentage of men in the lower quartile and female representation in the upper quartile compared to last year.

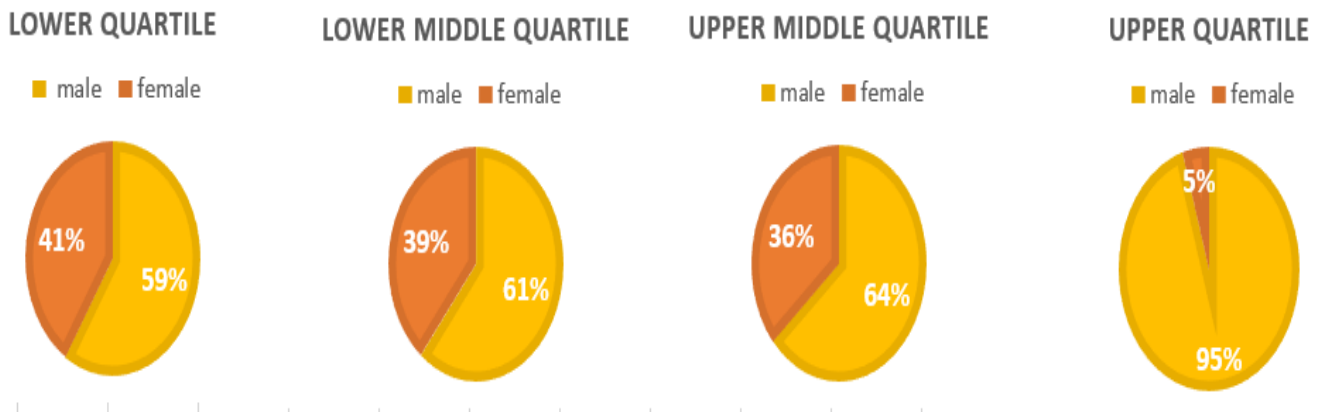
Male/female distribution within the casual worker's roles

	2020	2020	2020	2019	2019	2019
	Total	♀ %	♂ %	Total	♀ %	♂ %
Advocate	21	38%	62%	32	38%	62%
CYP	33	36%	64%	35	31%	69%
Casual (Support)	10	60%	40%	6	67%	33%
Casual (Uniformed) Training academy	24	4%	96%	18	0%	100%

The Advocates have the lowest average hourly pay and the Training Academy Casuals the highest. This results in the lower quartile with all Advocates on the lowest hourly rate and the Lower Middle and part of the Upper Middle quartile consisting of CYP individuals. The Upper quartile consists only of uniformed, and mostly male, staff who undertake Academy Casual work.

The change in the median gender pay gap, is likely to be the result of more casual Support workers and a woman in the Casual Uniformed group.

Figure 2 Distribution of male/female casual workers in pay quartiles



Conclusion about the effect of occupational segregation on the gender pay gap in DSFRS

Although the Gender Pay Gap calculations demonstrate occupational segregation, they are not able to evidence whether there is a ‘glass ceiling’ (a metaphor used to represent an invisible barrier that prevents a given demographic from rising beyond a certain level in a hierarchy) within any organisation or within any individual staff group.

As with most companies in Britain, the number of women holding the most senior jobs in the boardroom of the Service (1 of 5 positions in the Executive Board) has not changed in the past 10 years, despite a series of government-backed initiatives to boost gender diversity.

Considering that only 2 in 5 positions on the Board are non-uniformed positions, the group where male/female representation is fairly balanced, it is likely that only ever 1 of those positions will be taken up by a female, as is currently the case. The other 3 posts are uniformed and, considering that 94% of that staff group is male (nationally as well) and these roles can only be achieved by going through the hierarchy, the chances that the representation of women in the Executive Board changes any time soon, are slim.

4.4 Flexible working in the Service

The Service is committed to ensuring that every employee, each with their own family commitments and personal aspirations, is facilitated in achieving a work life balance, and recognises that employees perform best and achieve the highest standards when this is so. Solutions to improve or maintain employees’ work-life balance should be achieved through discussion and agreement between employees and managers and will often have benefits to both individuals and the Service.



The Service has a Flexible Working policy and a Family Leave policies which outline a number of options in relation to flexible working. It is recognised, however, that one size does not fit all and managers and employees are asked to look at creative solutions to balance Service requirements with those of the individual, taking account of fairness and consistency in approach.

Changing circumstances in relation to the amount of employees working more agile and flexibly are expected as a result of the pandemic which started just before the Gender Pay Gap data was extracted. Changes relating to the amount of hours worked and resulting pay, if any, will not be seen until the 2021 data becomes available.

Across the Service, 33% of male staff were part-time and 40% of female staff, most being On Call firefighters providing part cover. Of the men in the Support Staff group 22% were working part time and 40% of the women. In Control 21% of women worked part time, the men only worked fulltime.

In Wholtime roles the percentage of staff working part time is very low. Only 3% of women and 2% of men. This is likely to be a result of the shift system worked.

5 Ethnicity Pay Gap

Since introduction of the gender pay gap there have been ideas around introducing similar calculations for ethnicity pay gaps. The Office of National Statistics (ONS) has done the calculations on a national level to allow for some benchmarking.

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/ethnicitypaygapsingreatbritain/2019#:~:text=In%202019%2C%20most%20minority%20ethnic,%2C%20England%20and%20Wales%2C%202019>

There are no regulations around ethnicity pay gap calculations and any pay gap reporting other than gender is completely voluntary. Methods of calculations may differ between organisations as there are no guidelines available. However, the Service has committed to calculating the ethnicity pay gap where possible. It is calculated as the difference between the median hourly earnings of the reference group (White or White British) and other ethnic groups as a proportion of average hourly earnings of the reference group.

5.1 Methodology

Not taking into account the 7.1% of individuals who have chosen 'not to state' or 'prefer not to say' their ethnic background, on 31 March 2020 the Service's workforce consisted of 2.4% BAME i.e. non-white/ non-British staff. The Support staff group has the highest diversity in that respect with 5.1%, although 'Not stated' and 'prefer not to say' is highest at 9.6% in that group as well. This is similar to the percentage of BAME in the Devon community (5.3%), but lower than the BAME population percentage in Exeter (7%)¹ or the Southwest² (8%).



- 1 Devon County Council data, 2011 census
<https://www.devon.gov.uk/factsandfigures/tag/ethnicity/>
- 2 Nomisweb data, census 2011 <https://www.nomisweb.co.uk/census/2011>

‘BAME’ in this context includes individuals who are White but have other backgrounds than British e.g. South African or EU nationals.

In the ethnicity pay gap calculations, White is treated as one group irrespective of their country of origin. This results in very few staff (17) being included in the group of individuals who are from anything other than a ‘White’ background. This is a very small group even compared to the group of individuals who ‘did not state’ or ‘prefer not to say’ (117). Of the group of 17, one On Call member of staff was not included in the calculations for similar reasons as described in section 4.3 – On Call.

Individuals may end up in the ‘did not state’ or ‘prefer not to say’ group due to restrictive ethnic background categories. These restrictive, but generally accepted, categories could result in individuals not identifying with a particular one as they don’t want to identify with any or they can’t find the one they do want to identify with. A certain proportion of staff doesn’t want to self-identify for one reason or another.

Together with ‘White other’ and ‘White Irish’, there are 57 individuals who are considered BAME in the Service. Although for these calculations only those who identified as other than White have been included, this may need to be reconsidered as not only skin colour, but also English as a second language, recognition of foreign qualifications or certain cultural aspects can have an effect on career prospects in the UK.

Breaking the Non-White group down into specific ethnic backgrounds leads to group sizes with less than 5 people. The Service has decided that this would not be statistically relevant and it could identify individuals. It would also not be in line with data protection legislation. Therefore, only White/Non White and White/Mixed figures will be quoted.

5.2 Ethnicity Pay Gap within the Service

Ethnicity Pay gap			
Mean hourly rate of pay for White:	£16.30	Median hourly rate of pay for White:	£15.75
Mean hourly rate of pay for Non White:	£14.45	Median hourly rate of pay for Non White:	£14.49
Mean White/Non White pay gap:	11.3%	Median White/Non White pay gap:	8.0%
Mean hourly rate of pay for White:	£16.30	Median hourly rate of pay for White:	£15.75
Mean hourly rate of pay for Mixed:	£13.88	Median hourly rate of pay for Mixed:	£13.76
Mean White/Mixed pay gap:	14.8%	Median White/Mixed pay gap:	12.6%

Individuals in the non-White group are distributed reasonably evenly among the quartiles.

The Office of National Statistics reports that, in 2019, the median hourly pay for those in the White ethnic group nationally was £12.40 per hour compared with those in ethnic minority at £12.11 per hour – a pay gap of 2.3%. In the Southwest the pay gap was 6.1%.

5.3 Where does the ethnicity pay gap in the Service come from?

The simple comparison between White and ethnic minority groups does mask a wide variety of experiences among different ethnic minorities and is not necessarily or solely a result of discrimination or racism.

The pay someone earns depends on multiple different factors, such as their occupation or location. Although not a factor within the Service pay gap, the pay someone receives differs by where in England and Wales they lived.

If pay determining characteristics vary between ethnic groups, the pay gaps observed might result from differences in these characteristics, rather than because of ethnicity.

The highest qualifications an employee has gained is a factor in the pay received. Those with a higher level of qualifications tend to have higher levels of pay (nearly half of those with a degree are in the top 25% of the pay distribution). Keeping all other factors constant, having a degree increases the pay on average by 18% compared with those with a GCSE, and 13% with those with an A Level. This would mean that certain ethnic groups, who are more likely to have a degree, would see a smaller pay gap. Those ethnic groups, including Indian, Arab and Chinese, have not been calculated for the Service due to small numbers.

Age also affects the level of pay received. On average pay increases by 3% for each year older an employee is, which means that if the ethnic groups have different age profiles we might expect different median earnings levels. For example, nationally, those in the White and Black Caribbean ethnic group had a median age of 30 years old, compared with 41 years old for White British employees. Due to low numbers of non-White staff in the Service it is not possible to evidence whether this characteristic influences the Service's pay gap.

Looking across the regions and ethnic groups nationally, ONS notes that pay gaps tend to be wider for those who were born outside of the UK compared with those who are UK born. This is particularly the case for those in the Asian and Other ethnic groups, whereas the difference for those in the Black ethnic group is more modest. The Service does not record data about where staff were born, so it is not possible to identify the impact of this characteristic.



As most of the above factors are not possible to identify due to the small amount of non-white or ethnic minority staff within the Service, the pay gap within the organisation can only be explained by that fact and the roles those few staff have.

Therefore, the gap is mainly impacted by:

- In the group with the most diversity, BAME employees are mainly occupying middle management roles (grades 4-9)
- In the group who most affects the pay gap, Wholetime and On Call, 76% of BAME staff are at Firefighter level.
- Most of BAME staff in the uniformed group are in On Call, where Watch Manager is the highest role/pay level.

6 Working towards reducing the Gender Pay Gap

Reducing the gender pay gap in the Service is beneficial for employees and the community we serve. Research shows that a more diverse and inclusive workforce helps organisations develop by bringing new skills, creativity and innovation, better decision-making and higher staff satisfaction and retention. These benefits will apply to Devon and Somerset Fire and Rescue Service.

In the UK today, female workers earn on average 15% less than male workers. The gender pay gap exists because female workers tend to have lower-paid occupations and sectors, and occupy less senior roles. This is reflected in the Service's data. Many female workers take time out of the labour market and work part-time because of unequal sharing of care responsibilities. Unconscious bias, including stereotypes, barriers due to policies/processes and workplace culture are also factors which the Service acknowledges and aims to address where they exist.

The Service is taking short, medium and long-term approaches to achieving a more diverse workforce in order to improve the way we deliver services to the community of Devon & Somerset. Whilst we have improved in this area, we know that we can do more and recognise that patterns of under-representation and differences in outcomes can be challenged through positive action programmes. Notwithstanding national drivers, the diversity of skills, knowledge, perspectives and experiences within the workforce will ensure we will be better placed to identify and meet the needs of our community.

The Service has a People Strategy, which has areas of focus for all departments and supports the aims the Service has set in the Fire and Rescue Plan.

Work is being started or continuing on:

- Implementation of a new service delivery model to improve response availability, including contracts which can provide greater flexibility in working patterns and hours and are more attractive to a wider range of people, especially those with caring responsibilities



- Aligning departmental objectives with our People Strategy, which defines who we aim to be, and Workforce Plan to show how we resource our new ways of working
- Undertaking People Impact Assessments for changing processes and practices. This requires input from and identifies impacts on underrepresented groups including women at an early stage
- Delivering management development, some specific to women in management positions, within our leadership framework
- Implementing a recruitment process that focuses on recruiting the skills we need for the future and remove barriers to increasing diversity and inclusion in our workforce through positive action and reducing bias within the process
- Introducing schemes for alternative career paths and different ways of learning
- Broadening apprenticeship opportunities for new and existing staff to develop their careers

Further actions to reduce the Gender Pay Gap and increase diversity within the workforce will be developed through the Service's Diversity & Inclusion Strategic Steering Group and captured in the annual Diversity & Inclusion plan which will aligns to the People strategy.

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